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London Borough of Barking and Dagenham

Status: **Assess** Change Management Report Project ID: **P10955**

London Borough of Culture

London Borough of Culture

12 unapproved blocks [Collapse all blocks \(\)](#)

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New block with edits

There is no approved version of this block

Unapproved changes on 28/11/2017 by ██████████

Project title
London Borough of Barking and Dagenham

Bidding arrangement
London Borough of Barking and Dagenham

Organisation name
London Borough of Barking and Dagenham

Programme selected
London Borough of Culture

Project type selected
London Borough of Culture

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New block with edits

There is no approved version of this block

Unapproved changes on 30/11/2017 by [REDACTED]

Name of Borough.

Barking & Dagenham

Borough address.

London Borough of Barking and Dagenham
Room 216
Barking Town Hall
IG11 7LU.

Name of contact person.

[REDACTED]

Position held.

Commissioning Director - Culture and Recreation

Directorate.

Growth and Homes

Department/Business Unit.

Culture and Recreation

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▲ Contact with us**[Jump to Project Overview \(\)](#)**

New block with edits

There is no approved version of this block

Unapproved changes on 30/11/2017 by [REDACTED]

**If you have discussed your activity with a member of GLA staff,
please tell us their name (or names), if you know, and which team
they work in**

[REDACTED] and [REDACTED]

If you are related to any elected GLA members or GLA staff, please tell us about your relationship with them, their name (or names) and which team they work in

N/A

▲ Project Overview

Jump to Making an impact ()

New block with edits

There is no approved version of this block

Unapproved changes on 30/11/2017 by [REDACTED]

Which year are you applying to become the London Borough of Culture?

2019

If you have a preference for a particular year, please tell us why

This significant new area of work will support new cultural infrastructure and partnerships critical to our immediate needs as a borough.

Our strategic landscape is changing rapidly due to specific opportunities including Dagenham East Film Studios, Barking Riverside and the 360 Barking Development.

It is vital we harness the dynamism of these new areas of growth in order to maximize impact and galvanise the vision of our many partners including developers, schools, the voluntary sector, council services and cultural partners.

It is crucial for the residents of this Borough that clear positive change is visible, palpable and happens soon.

How much funding are you applying for from the GLA in this application? (£)

1100000

How much will your programme cost in total? (£)

2095265

Provide a summary of the proposed programme.

The London Borough of Barking and Dagenham presents Our Shifting City - a visionary and amazing view into the future of London through art and dance.

Our Shifting City explores our hopes and uncertainties for what lies ahead. As more people than ever settle in our suburbs, we ask where is the centre? What is the future of work and where will we live?

Inspired by the powerful story of this Borough we bring the edges of London into clear focus and reveal how we all contribute to the beauty and vitality of our city.

Every aspect of Our Shifting City will be co-produced with local people alongside local and international artists including Theaster Gates, Grayson Perry, Sonia Boyce and Marvin Gaye Chetwynd and ground-breaking organisations Art on the Underground, Studio 3 Arts, Siobhan Davies Dance, Barking and Dagenham Youth Dance, Dance Umbrella, Green Shoes Arts and the Serpentine Gallery.

▲ Making an impact

[Jump to Celebrating creativity \(\)](#)

New block with edits

There is no approved version of this block

Unapproved changes on 30/11/2017 by [REDACTED]

Describe your borough, its people and places. We want a snap-shot of your borough profile and where you see its future, demonstrating a clear evidence base and a statement outlining why you need this award.

The incredible narrative of the London Borough of Barking and Dagenham is one of social ambition, political strength, transition from rural to urban, sporting victory, women's rights industrial power, visionary housing and the success of migrant communities.

The London Borough of Barking and Dagenham (LBBD) growth commission report No-One Left Behind (2016) testified that the Borough is in the process of becoming one of London's most rapidly growing and diverse areas. The population is growing from 186,000 at the 2011 Census to an estimate of over 198,000 just three years later. Between 2001 and 2011 the non-white population increased from 14.6 to 41.7 percent. The Borough has the highest population of people aged 10 to 19 in the country and has seen an increase in the 20 to 29 aged group of just under a quarter.

We have focused on raising standards in our schools and drastically increasing provision and today 92% of schools are rated as good or outstanding. Despite significant improvements, educational attainment continues to be an area of underperformance. In 2005 LBBD was fifth from the bottom in London for students achieving 5+ GCSE A*-C whilst in 2015 it was third from bottom.

‘Historically we have always been poor which limits people in so many ways – what is special is our ability to embrace new ideas if offered them. ‘
Dot, 74, Dagenham.

The qualification profile of the Borough amplifies the challenges. In 2014 29% of people aged 16-64 had qualifications at Level 4 and above compared to a London average of 49%. Unemployment is decreasing from a recent high of 15% (July 2012-13) and in 2014/15 was 11.6% but was considerably higher than the London average of 6.6%

The capital's growth in the last 20 years allied to the western-centric nature of development, means that the growth imperative is very much with east London. LBBD has land on a scale that few other places in the south east do. With potential for 50,000 new homes and 20,000 new jobs, and developments such as Crossrail, Dagenham East Film Studios and Barking Riverside, LBBD has significant potential for growth. Be First, a new council-owned company, will now deliver our regeneration ambitions and work to ensure that change benefits existing residents, and that they stay with us for a long time.

Barking and Dagenham Together (the Borough Manifesto, 2016) acknowledges that our community faces long-term challenges because of unhealthy lifestyles. We plan to be better at supporting residents to achieve healthy and fulfilling lives. We will ensure services aren't provided in isolation and wrap around the needs of residents and harness the positive impact that citizen participation and cultural activity can have on health and well-being.

It is paramount that we build a clean, green and sustainable borough and animate our green spaces and implement the new 2016 Parks and Green Spaces Policy and make connections with a range of cultural activity.

'For me, culture is 'experiencing'. It could be anything that creates a new experience for a person.' Amira, 37, Barking

The Borough has launched Culture Everywhere (2017), a new strategy for culture developed with the Cultural Partnership (CP). Creative People and Places (CPD) has resulted in a network of 150 Cultural Connectors pioneering citizen participation. LBBD has 50 regular volunteers supporting the delivery of heritage and cultural events and services.

We have an established Cultural Education Partnership (CEP) working with all schools and decades of cultural activity led by local community arts organisations and external partners. We recently hosted the Cultural Citizens project and a significant proportion of our schools have achieved or are working to achieve Artsmark status. In 2019 the first Youth Zone in London, a major new cultural and recreation space for young people, will open.

HLF Priority Development Area status has brought 25 awards for local organisations and over £5 million to renovate

Please continue your answer below if required

Valence House Museum, Eastbury Manor House and Barking Park.

This year our Library Service became the first in London to secure National Portfolio Organisation (NPO) status but is one of only two NPOs based in the Borough. We have strong partnerships with pan-London organisations such as the Barbican, A New Direction, Royal Opera House, and Create.

Statistics from ACE state that LBBD has just 31 per cent of residents attending or participating in arts activities, compared to 44 per cent nationally and 48 per cent in London. LBBD has the lowest number of creative industry businesses in London with 195 creative businesses employing 518 people. We have a small number of traditional spaces for culture including The Broadway theatre and Valence House Museum and a good number of non-traditional spaces including the Galleon Centre home to Studio 3 Arts and CBD, Green Shoes Arts in Chadwell Heath Community Centre and The White House.

Plans for a new heritage and culture space at the site of the former Ford Stamping Plant, major film and TV studios for Dagenham East, the East End Women's Museum and new cultural venues in Barking Town Centre and Barking Riverside are at an advanced stage as we build capital infrastructure for culture.

'The ones that work and are engaged with local community stuff are the most confident people around here.'

Sadia, 37, Dagenham.

Our priority is to empower everyone from white working class communities to newly arriving groups to fulfil their potential. We have significant work to mobilise the 'silent majority'. The Borough Manifesto was launched after wide-scale consultation and Participatory City will support new civic and participatory activity. We will support the growth of a more active civic realm and support new groups to establish their voice.

Our Borough is experiencing unprecedented change and becoming more diverse. Conversely, in 2006 the BNP secured twelve seats in the Council Election and in the EU Referendum LBBD was one of five London Boroughs to vote leave. We will use culture to embrace and promote change and support different groups within our community to come together and experience diversity as a strength.

Explain how becoming the London Borough of Culture in 2019 or 2020 will help you achieve your ambitions and create long term change.

The time is right for Barking and Dagenham to make a commitment to the role of culture in every aspect of life in the Borough. Our 2017 culture strategy Culture Everywhere and the Borough Manifesto 2016 clearly outlined our vision for culture. This bid presents a huge opportunity to resource the changes we want to make.

The historic and cultural narratives of this Borough deserve to have international profile. We will build confidence amongst local residents in our history, our future potential and put the Borough at the centre of London culture.

Our ambition is to support the commitment that culture is everywhere and belongs to us all. We will use the LBOC programme to demonstrate the

possibilities for cultural activity at the heart of our public services and civic culture.

We will deliver five strategic pledges, central to this bid, including Culture and Care (see 2.1) to support step change in how cultural activity is embedded within social care, Make Your Own (see 2.1) to support young people to lead on culture and to widen the breadth of the cultural offer, and Take the City (see 2.1) to support citizen participation, volunteering and pride and leadership.

Council Culture is the fourth of these five strategic pledges and central to this bid. It aims to build on the work started through Creative People and Places to support step change in how the Council supports and promotes culture. In order to ensure cultural commissioning opportunities are more equitable, ambitious and well communicated within and beyond the Borough we will establish a new council Cross Service Cultural Commissioning Group and develop new coherent commissioning processes.

We will ensure that Culture Everywhere is embedded within all areas of Council strategy. To ensure that the Council supports artistic quality and citizen participation as well as social change and value for money, we will set-up an external Critical Friends Group to evaluate the success of cultural activity in the Borough. To ensure projects support long term positive change in the Borough we will create a new guidance framework to promote best practice for new partnerships within council services.

We will develop new links with the business sector through a new business supporters circle The Green Room established by Counter Culture. We will commission a borough-wide communications strategy and a new website for culture. Our ambition is to devolve the 'voice of culture' to people living in the Borough and cultural partners. We will look closely at what young people need in order to 'step over the threshold' and how to reach communities through libraries, job shops, schools, children's centres and social care settings.

We will work with the Council to scale-up and devolve the curatorial approach for LBBD cultural programming such as the Summer of Festivals to more diverse groups and cultural organisations. The Council should also become better at sharing their approach more broadly within and beyond the Borough starting with a LBOC conference for local authorities

The next decade in this Borough will be characterised by major physical change. The LBOC programme has scope to accelerate economic and social opportunities and inspire further confidence amongst private investors. The Borough will seek to access further capital funding streams including furthering our Good Growth Fund bid for Barking Artist Enterprise Zone.

LBOC will support a programme of place-based cultural activity in traditional and non-traditional cultural spaces across the Borough. This will animate isolated areas and impact on day to day economic activity. The energy triggered by LBOC will support us to challenge both local and external negative stereotypes about the Borough.

The last of our five strategic pledges is Culture in Place which frames our commitments for regeneration and cultural activity.

We will ensure the culture strategy Culture Everywhere is embedded into the new Local Plan and will

Please continue your answer below if required

support Be First and local developers to play an active role in the new Cross Service Cultural Commissioning Group.

We will continue to place culture at the heart of local regeneration strategy and prioritise development of a Creative Enterprise Zone. We will deliver a pipeline of ground floor creative work space in new developments and build on existing work with Create London and GLA London Regeneration Fund to deliver affordable rent homes for artists with ambition to replicate in other parts of the Borough. We will work with the HLF to make secure and promote places and cultures of historic significance, most notably Barking Abbey.

The Council will continue to support a raft of new cultural anchor institutions across the borough including the East End Women's Museum and new Ford Stamping Plant industrial culture and heritage space and will deliver London's largest film production studios in 25 years in Dagenham East.

The LBOC will enable us to commission a new public realm art strategy to be embedded in our Local Plan and will trigger our first ever strategy to establish a night time cultural economy informed by LBOC.

We will develop new partnerships with national and international organisations to work alongside local people and organisations to enhance and develop our reach and vision. We will support our local cultural organisations to develop resilience and support the Cultural Partnership to be better informed and open to new partnerships.

The LBOC will enable us in the long term to support a more complex cultural offer with more voices shaping the terrain. LBOC will impact on the work of local cultural organisations and services, triggering new alliances and supporting more confidence and risk-taking. We hope to support step-change to bring the work of local organisations closer to the cutting edge of practice.

At the first ever LBBD Young People's Conference in October we launched a Borough-wide conversation about culture led by the Cultural Partnership. The catalyst is a huge new painting People Make Things, now touring community spaces and billboards. It presents a utopian vision for Barking and Dagenham rooted in creativity and citizen participation and has triggered wide-reaching consultation about the place for culture in our everyday lives.

New block with edits

There is no approved version of this block

Unapproved changes on 30/11/2017 by [REDACTED]

Describe your proposed programme of activities. What will your Borough of Culture look like? In your response consider how your programme will be amazing, ambitious, authentic and all-embracing.

LBBD presents Our Shifting City - a view into the future of London through art and dance. We explore our hopes and uncertainties for what lies ahead. As more people than ever settle in our suburbs, we ask where is the centre? What is the future of work and where will we live?

Inspired by the powerful story of this Borough we bring the edges of London into clear focus and reveal how we all contribute to the beauty and vitality of our city.

The entire programme will involve local residents as leaders, makers, volunteers, participants and collaborators and will take place across the Borough in areas of need or rapid change. We will work with exemplary local cultural and community organisations and national and international partners to build ambition, share expertise and be all-embracing.

This is an ambitious programme occupying the whole of 2019, and is appropriate to the complex needs of the Borough. It will be challenging to deliver but will unlock significant opportunities for the residents of LBBD and London.

The programme is built around five strategic pledges to support step-change in how culture is supported across sectors and council services.

Make Your Own is the first of these pledges. It will radically expand the cultural offer for young people aged 0-25. We will launch a new creative entitlement for young people alongside a new community-based accreditation scheme (dovetailing schemes such as Artsmark and 16-19 study programmes) spanning ages and learning settings, to set expectations for the breadth of cultural experiences young people should experience.

To support young people to lead on culture we will develop a new peer-led youth programme in the new Youth Zone, with Tate Collective and A New Direction, underpinned by a new Make Your Own Fund to realise new activity.

To raise the profile of culture in schools we will create a Culture Wall in every school and appoint a Participation Curator to connect between the CEP, cultural organisations, and higher education. To demystify the world of creative work, we will launch a What Do Artists Do All Day? curriculum and work with UEL to build Keys to the Door - an online platform to increase access to cultural sector mentoring and work experience.

Through new continuing professional development (CPD) for primary and

secondary teachers and youth workers we will build on the breadth of opportunity for young people. Building on the 2018 Barbican project Changemakers we will work with the Barbican to present a new live art work touring every school supported with CPD for teachers and Siobhan Davies Dance will lead on CPD in contemporary dance.

We will develop new courses for young people including a new choreography course led by Siobhan Davies Dance and Trinity Laban, new access courses with UEL and a national film conservatoire pilot for 11-18 year olds with Barking Film Academy.

Culture and Care is the second of our strategic pledges to support step change in how culture is embedded into core services. We will commission new policy linking culture and social care and pilot major new projects to showcase good practice - each supported with CPD for staff.

Take the City is our strategic pledge for citizen participation. We will lead LBOC with local residents through a Take the City steering group, local residents will be paid to support every project as experts and local Cultural Heritage Trainees will join the delivery team. We will build on the expertise of the Cultural Connectors and create a training programme for them to be advocates and facilitators for the LBOC. We will build a community-based accreditation scheme to recognise the transferable skills developed through cultural activity, volunteering and advocacy.

We will establish a Take the City forum and fund to seek out local people and support their vision for new cultural activity and promote voluntary opportunities with Participatory City through a new online Participation Portal and training

Please continue your answer below if required
programme.

We will support our local community and cultural organisations to be more visible and resilient through a new Associates Programme providing a ten-month training course to build expertise.

Culture in Place (see section 1.2) is our strategic pledge for regeneration and Council Culture articulates (see section 1.2) how the Council will support culture going forward.

We will tell the many stories of people living and working in the Borough.

The Serpentine Gallery will commission four artists including Olivia Plender, CAMP and Theaster Gates to work with older people in care settings, ESOL students, self-employed people and young adults to create a series of live works performed for BBC Radio London. These will chart working lives in the 21st Century and amplify the voices of people living with economic precarity. The project will incorporate CPD for carers and social workers.

We will bring together Green Shoes Arts in Marks Gate and East London Dance to develop opportunities for mental health service users in dance. We

will work with dancers and choreographers through a programme of workshops leading to new live work performed in Marks Gate and CPD for staff.

We will work with local women to produce an iconic new public art work in Barking to celebrate the 1970 Equal Pay Act and bring attention to the history of women in the Borough. Whitechapel Gallery will work with us to commission an artist whose work is rooted in research and conversation such as Sonia Boyce or Rosalind Nashashibi to produce a new work for large audiences.

Artist Verity Jane Keefe who has strong local links will work with local residents to launch a new plaque scheme The Story So Far to celebrate local heroes from visionary dinner ladies to kind shopkeepers. A community historian will work with women at the Huggett Women's Centre to co-produce an exhibition for the new East End Women's Museum.

Siobhan Davies Dance will present newly commissioned contemporary dance for The Broadway theatre produced with students of Barking and Dagenham College.

We will explore perceptions of place.

The sense of the Borough feeling 'out on an edge' is palpable so we will commission a new work in the context of the transport infrastructure. Artist Marvin Gaye Chetwynd will work with local dance organisation Barking and Dagenham Youth Dance to co-produce a new live work for District Line stations in Dagenham performed with local young people and curated by Art on the Underground.

Barking Abbey is an incredible part of our heritage and we will support community arts organisation Studio 3 Arts to present a new ambitious piece of promenade theatre in the historic space, created and performed by local people and professional actors for large audiences.

We will work with looked after children and care leavers to articulate their voices through the project New Town Culture. As Barking Riverside grows we ask what makes a town healthy for our children? The Foundling Museum will co-commission Grayson Perry to develop an iconic new public sculpture for children. We will develop CPD for social care staff with The Thomas Coram Research Centre and Goldsmiths University will gather research around public health.

A new public art trail co-authored with local history groups, about the history of trade will encourage people to explore their locality. Local and international artists including Valie Export, Martino Gamper and Bob and Roberta Smith will present new and existing art works supported by curator Gavin Wade and locally-based artist Kathrin Bohm.

The Future of Suburbia will bring together local residents and artists for a year-long project about housing and suburbia on the Becontree Estate. Create, The Architecture Foundation, Museum of London and V&A East will

commission three artists to work with local people to make new work in the lead up to the first ever Festival of Suburbia in 2021.

Futurecity and Barking Riverside Ltd will work with a well-known

Please continue your answer below if required

artist to commission a new spectacular art work for a new riverboat service on the River Thames.

We will create moments that bring people together to try new things.

The Serpentine Gallery will build a second Serpentine Pavilion located in Barking Park in 2019, co-produced by local people with the organisation Build Up who run creative construction projects for communities. The 'twin pavilion' will be animated through Park Nights - a fortnight of social gatherings and live performance led with local people.

We will bring new approaches to the LBBD Summer of Festivals. Dance Umbrella will curate live dance for the Barking Folk Festival linking with dance in local diaspora. Metal will curate the annual One Borough festival linking with communities on the A13 in east London, Essex and Kent. The libraries programme Pen to Print will lead Read Fest the first ever reading festival in LBBD working with the British Council to connect with writers and communities in India, Bangladesh, Nigeria, Ghana and Pakistan.

Dancerama and Makerama weekly drop-in workshops led by local experts will take place all year free of charge, for all ages and in a range of specialisms from ballroom dance to photography at The Barking Boathouse, Marks Gate Community Centre and Dagenham Library.

Briefly tell us, what are the heritage themes you might focus upon and what difference will this make for local people?

Barking Riverside is set to be one of the largest new residential developments in recent London history with 11,000 new homes built in the next decade.

Barking Riverside has been selected as a Healthy New Town as part of a flagship NHS England programme to dramatically improve population health, and integrate health and care services.

This new town provides a timely opportunity to ask what constitutes a healthy town for children, drawing on historic and contemporary experiences?

The Foundling Museum explores the history of the Foundling Hospital, the UK's first children's charity and first public art gallery. We will bring together the staff and collection of the Founding Museum and children's social care services in LBBD to develop a three year-long project working with looked after children and care leavers. We will support young people contribute to the histories of young people in our cities.

The project New Town Culture will start in 2018 with a programme of

activities with young people led by historians, writers and artists including Grayson Perry and writer Jacqueline Wilson. In 2019 a new public work of art for children will launch on Barking Riverside by the artist Grayson Perry as a monument to children in London. In 2020 young people will work with historians, curators and artists to develop new work, source artefacts from the Foundling Museum and collate their own contemporary experiences to create an exhibition taking place in the Foundling Museum.

The programme will be underpinned with research by the Goldsmiths University Social, Therapeutic and Community Studies (STACS) department about young people, cities and health and wellbeing.

A programme of CPD will be developed alongside the project for social workers and carers to support longer term change in social care approaches developed by the Thomas Coram Research Centre in the Institute for Education.

Briefly tell us your plans to widen access to and participation in the arts and how you might address inequalities of opportunity in your borough; including systemic barriers you have identified.

Addressing the needs of older people and an ageing white working class population is a priority for LBBD. As a growing, diverse young population brings huge opportunities many older communities are at risk of isolation and exclusion and being disconnected from mainstream cultural activity and attitudes.

We will support older people to access a broader range of cultural opportunities and support them to be more visible and engaged in their wider communities. We will create opportunities for cross-generational work bringing white and BME communities together to foster understanding. We will support step-change in social care practices by developing a new Culture and Care Policy

We will work with the Serpentine Gallery to develop Radio Ballads a 3 year-long art project charting the history of work in the Borough - most notably the local histories of trade unions, women's employment rights and Fordism and the future of work including precarity, white van men and zero hour contracts.

Informed by Charles Parker's original BBC Radio Ballads series, that aired from 1958-64 and documented the working lives of British people, this project aims to document the contemporary situation in east London.

The Serpentine have a significant track record bringing together artists, older people and care staff through Skills Exchange which resulted in new resources for work with people suffering from dementia. We will also work with The Dementia Training Centre to develop CPD for social care staff.

The Serpentine will commission four artist projects over 3 years beginning in 2019 to work with older people, self-employed men, young people and ESOL groups, bringing them together to co-produce new works. Each will result in

new radio programmes broadcast on BBC Radio London focusing on the work experiences of people living in the Borough. One will result in a major public live performance in 2019.

▲ Outcomes & outputs

[Jump to Monitoring & evaluation \(\)](#)

New block with edits

There is no approved version of this block

Unapproved changes on 30/11/2017 by [REDACTED]

▲ Monitoring & evaluation

[Jump to Deliverability \(\)](#)

New block with edits

There is no approved version of this block

Unapproved changes on 30/11/2017 by [REDACTED]

Please tell us how you will monitor and verify the information you collect so you can measure the outputs and outcomes.

Together with the Audiences Agency we will evaluate and monitor the LBOC to inform the work of LBBD, other local authorities, wider cultural programming and policy.

We will appoint an Evaluation and Research Manager to work closely with partners and support the methodology for evaluation of the outputs and outcomes in section 2.3.

We will collect information through:

- artistic processes e.g. produce films with participants
- work with Cultural Connectors to build evaluation into their roles as facilitators
- work with partners and their existing local/national networks
- work with young people, Cultural Connectors and other local networks and peer-to-peer evaluation.
- work within LBBD services.

We will record a range of information for example:

- testimony through forums and workshops
- baseline demographic indicators such as ethnicity and gender
- focused case studies with local residents to map changes in attitude and behaviour
- shifts in working practices and attitudes through organisations and policy
- interviews at the site of activity e.g. live events or public sculptures.

We will measure impact and success based on, for example:

- attitudinal and behavioural change
- changes in social networks
- levels and types of engagement
- change in types of cultural activity on offer
- changes in policy
- changes in training, education, employment.

▲ Deliverability

[Jump to Exemplary Project Awards \(\)](#)

New block with edits

There is no approved version of this block

Unapproved changes on 30/11/2017 by [REDACTED]

Describe how the project will be well managed. Please address the following areas: good project management; exemplary partnership working; the long-term approach and shared learning.

We are ready to deliver having built-up robust strategic impetus for change through the 2016 Borough Manifesto, 2016 Growth Commission and 2017 Culture Everywhere. We have strong relationships with local cultural and community organisations and have fervent support from a raft of national partners. In 2018-19 LBBD will deliver the first ever borough-wide Festival of Young People to mobilise infrastructure in anticipation for 2019. Social Care teams are ready to deliver as are Directors of Services across LBBD.

The Commissioning Director for Culture and Recreation will be the lead officer responsible and accountable for the delivery of the LBOC. We will build a dedicated delivery mechanism within the Council to retain new strategic networks and knowledge. LBBD will appoint new permanent roles of Cultural Commissioning Manager and Cultural Fundraising and Development Officer to sustain the legacy of LBOC. The delivery team will have significant experience of working to deliver major cultural projects in the public realm and we will work in partnership with cultural organisations with significant curatorial expertise. All programme content will be overseen and signed off by the LBOC team.

The LBOC team will link with the Cultural Partnership, CBD, the CEP as well as LBBD and all LBOC partners, the Take the City steering group and the Critical Friends Group. We will establish a Borough of Culture Delivery Group for Directors of Services.

The delivery team will include Programme Director, Curator, Participation Curator, Producer, Communications Lead, Research and Evaluation Manager, freelance technicians, communications and PR consultants, designer and two cultural heritage trainees. The Council team that delivers the Borough's annual largescale outdoor cultural festival programme will provide production

capacity for LBOC.

We will establish an external Critical Friends Group including Emily Pringle, Tate; Sally Tallant, Liverpool Biennial; Tamsin Dillon, Kings Cross Partnership; Laura Bailey, Kent County Council (part of Art of Commissioning); Laurie Peake, Super Slow Way (Creative People and Places) and representatives from the Local Government Association, ACE and a private developer.

We are working with new and established partners. Most projects are co-commissioned. Each will be overseen by the LBOC Team. Links with LBBD services will be made with relevant Directors of Services who will allocate senior level staff to each partnership. Links with local voluntary and civic groups will be overseen by Creative Barking and Dagenham.

The nature of participation is key so we will appoint a Participation Curator. Local people will be signposted to opportunities through:

- Local communications - e.g. new online and social media.
- Connections through libraries, job shops, active age centres, schools, youth clubs, mental health services, social workers, children's centres.
- Networks of existing cultural and voluntary organisations.
- Links with Cultural Connectors.
- Schools, colleges, youth clubs and Culture Walls.
- Participatory City networks.

The following provision will support long-term legacy:

- The new Cross Service Cultural Commissioning Group will support integration of cultural projects into services and sustain partnerships.
- We will embed Be First and local developers within new commissioning frameworks.
- New CPD for staff across services.
- We will devolve aspects of LBBD cultural programme after 2019 to cultural, civic and voluntary groups (through Take the City), young people (through Make It Yours) and external cultural organisations to support a more diverse cultural offer.
- An Associate Programme to support local organisations to build resilience.
- The Make It Yours creative entitlement and accreditation scheme for young people aged 0-25 informed by and launching after LBOC.
- We will sustain links with new partners such as Serpentine Gallery, Whitechapel Gallery, Siobhan Davies Dance through continuing

Please continue your answer below if required

partnerships with CEP and public services.

- New policy Culture and Care after 2019.
- What Do Artists Do All Day? curriculum for schools becomes core provision.
- Launch a major new Festival of Suburbia in 2021.
- Develop HE research to capture new data to inform practice and lever funding.
- Scope to roll-out tools and resources e.g. tools for work with young people in care.

- Embed cultural policy in the Local Plan.
- New wide-reaching approach to communications for culture.
- Develop framework for evaluating quality of cultural programming in the Borough.
- New framework for partnerships with cultural organisations in LBBD.
- New capital infrastructure with local developers including new dance venue.
- Green Room to establish networks with local business to support private investment in culture.

Our future funding opportunities (aside from HLF and PHF) include:

- Art on the Underground - support from TFL.
- New Town Culture - support from Barking Riverside Ltd.
- Esme Fairbairn - Take the City Associate Programme and Cultural Connectors work.
- Communications - in kind support from local housing providers and sponsorship from developers for listings magazine.
- Whitechapel Gallery Commission in Barking Town Centre - Benson Elliot Capital Management LLP.
- We will seek to secure support from a corporate sponsor.
- We will work with co-commissioning partners such as the Serpentine Gallery to secure further funding for projects.

Research and development will form an important part of the role of the LBOC Team led by the Research and Evaluation Manager who will work with partners including the Audiences Agency and develop approaches to share good practice.

We will share our approach with local authorities and the cultural sector through a national conference to share learning in 2021. Potential themes might be Art and Public Services - how to train people to lead on culture in the context of social care, education and other public services or Community Led Culture - how we have supported local residents to take the lead in culture.

We will develop scope for external research to affect future practice:

- Goldsmiths will lead on research on public health in Barking Riverside.
- The Thomas Coram Research Centre in the Institute of Education will lead on research around CPD and cultural activity in child social care.
- Goldsmiths will track the impact of LBOC on the Borough's ambitions to support a more cohesive and prosperous place.
- UEL/ UAL Goldsmiths will capture data on the impact of Keys to the Door mentoring portal.

Describe how your project delivers value for money.

Our bid is unashamedly ambitious. We will achieve the best possible return for our residents by making the most cost-effective use of resources to achieve the maximum positive impact in terms of the number and range of residents who benefit.

LBOC is a priority for our Leadership. In these times of austerity, the

commitment of £330,000 cash match funding is compelling evidence of this.

Our programme builds on our strategic vision presented in Culture Everywhere and the Borough Manifesto and galvanises the impact of major initiatives including Creative People and Places, 360 Barking Development, Barking Riverside, Dagenham East Film Studios and HLF Priority Development Area status.

We recognise that the external funding we need to deliver the programme will be a challenge but it is essential if we are to achieve the best possible outcomes. We are confident but not complacent about this.

The Council has a superb record of securing grants/business sponsorship to enhance its cultural programmes. Our 50th anniversary programme in 2015 is testament to this. We secured £383,000 in external funding to enable us to deliver the programme an amazing programme.

To bolster in-house expertise, we have created the new post of Funding Manager, who will work to ensure we have a focussed and co-ordinated approach to raising the funds we need to deliver LBOC.

We have also made a challenge to all of the arts organisations that we want to work with during LBOC that they must also lever inward funding and/or in-kind support.

Please outline how you plan to secure a minimum of 30% match funding. You should include sources and amounts of cash income and in kind support. Please indicate whether these are confirmed or to be expected.

We have committed cash match funding of £330,000 and in-kind support to the value of at least £350,000.

We expect to raise £315,265 from business sponsorship/grants to support the delivery of the programme.

The risk register identified the need for capacity to secure external funding to meet programme costs; and to commission the programme effectively to ensure anticipated outcomes are achieved.

To facilitate this, two new posts have been funded: Funding Manager and Commissioning Manager. The cost of each post is £55k (including on-costs) and will be employed from 01/01/18 to 31/03/19.

We have an established events team that delivers the annual Summer of Festivals programme in parks and civic spaces. We will harness some of these events to provide a delivery vehicle for elements of the LBOC programme as well as standalone outdoor events.

The skills, knowledge, experience and capacity of the events team and community volunteers will support the delivery of the LBOC programme. If this support was not available it would have to be bought in at an estimated cost of £200,000.

There will be dedicated support from our marketing and communications team to promote the LBOC programme, we estimate the value of this as £40,000.

Please describe how your proposal reflects your duties under the Equality Act 2010. How does it address integration and the needs of specific groups who might find it harder to engage and participate?

Our Equality and Diversity Strategy is the keystone of our LBBD policy framework and reflects our duties under the Equality Act 2010.

Our LBOC programme will align with the LBBD strategy aims and objectives, which recognise, value and promote the diversity of people living, working and visiting our Borough. We are committed to promoting equality and tackling social exclusion and discrimination and are mindful of the Borough's recent and challenging political history.

It is our job, and that of our partners, to ensure that the change that happens in the Borough is positive, to the benefit of all and that no - one is left behind.

We know LBBD has:

- the highest population percentage of 0-19 year olds in the country at 31%, whilst the over 60 population is one of the smallest.
- 9,100 people claiming disability allowance
- 51.5 % of residents who are female, and 49.6% are male
- 40 people who have or who will undergo gender reassignment.
- significantly higher teenage pregnancy rates than average. In 2014 this was the second highest in London.
- 41.9% of the population aged 16 and above are married, 38.8% are single and never married, and 0.2% are in a same-sex civil partnership.
- 24.6% Black (African, Caribbean and Black Other) residents; 15.5% Asian (Bangladeshi, Indian and Pakistani); and 8% from other or mixed ethnic groups
- 56% of the population identify as Christian. 18.9% identify with no religion. 13.7% identify as Muslim
- 10,000 – 14,000 people in Barking and Dagenham who are lesbian, gay and bisexual
- one of the lowest arts participation rates in England and the lowest number of creative industry businesses in London.

The three highest Mosaic groups in the Borough are:

- N Urban Cohesion – multicultural residents of settled urban communities with a strong sense of identity, with extended families, living suburban lifestyles, in owned family homes.
- I Family Basics – families with limited economic resources, aged 25 to 40, with a mix of home-ownership and social landlord renting.
- K Municipal Challenge – urban renters in low cost housing in 'challenged' areas, on a low income and with few employment options.

Our LBOC programme articulates both a universal offer with a number of large scale accessible, and free events in parks and civic spaces alongside targeted work directly with children, older people, people with mental health problems, people with dementia, girls and women, Looked After Children, white working class people, and diaspora of Bangladesh, Nigeria, Ghana, Pakistan and India.

We will use LBOC to develop new approaches to communicating cultural opportunities to young people and vulnerable adults, we will align our

programme with public services to ensure the programme is inclusive and supports long term step change in the cultural offer for all communities and support staff through CBD to ensure the LBOC programme levers greater inclusivity.

Our LBOC programme places emphasis on training, volunteering and community led activity to ensure the vision for culture in LBBD is inclusive and wide reaching reflecting the many cultural forms valued by local communities.

▲ Exemplary Project Awards

[Jump to Confidentiality \(\)](#)

New block with edits

There is no approved version of this block

Unapproved changes on 30/11/2017 by [REDACTED]

Describe the area (geographic location) of the borough where your project will take place and why here, the local people that will be involved and how you have identified them and the need for this project.

We will work directly with looked after young people and care leavers in Barking Riverside in an area of major social and environmental change and where a 'new town' is being built. We will also work in Dagenham with older people and ESOL students in an area where residents describe experiencing a lack of social connection and cohesion across communities and in particular across generations.

Addressing the needs of older people and an ageing white working class population is a priority for LBBD. We face poor recruitment and retention rates for staff working in social care. It is critical we work more to support vulnerable young people to feel confident and connected to mainstream society. It essential we support new connections across communities.

What is the step-change you want to make or impact you want to have through this project?

Our Borough is becoming more diverse yet in the EU Referendum LBBD was one of only five London Boroughs to vote leave. This project will enable us to visibly support different groups within our community to come together and learn.

We will create opportunities for cross-generational working, and bring white and BME communities together.

We will showcase good practice for the role culture plays in social care. We will create step-change through a new Culture and Care Policy to provide high quality cultural opportunities for vulnerable residents.

We will support staff working with older people and looked after young people to develop creative approaches to learning and supporting development and we hope to make working in LBBD more appealing for social care professionals.

Describe the project activity/activities, the creative content and partnerships and how this will be amazing, ambitious, authentic and all-embracing.

1. Culture and Care Policy.

A new five-year policy setting out the inclusive and ambitious vision for the role of culture in core provision in social care settings developed with the Institute of Education.

2. New Town Culture

We will bring together the Founding Museum with children's social care services for a two year-long project with looked after children and care leavers exploring what makes a healthy town for children.

Young people will work with a number of artists including children's author Jacqueline Wilson and artist Grayson Perry to make new work telling the authentic stories of young people's lives and to lead on an exhibition for young people taking place in the Foundling Museum.

To bring amazing new art and extend the discussion to the residents of LBBD we will launch a new public sculpture for children by the artist Grayson Perry.

A programme of CPD for social workers and carers will support longer term change led by the Thomas Coram Research Centre in the Institute for Education.

3. Radio Ballads

We will work with the Serpentine Gallery to develop Radio Ballads a 2 year-long art project about the history of work in the Borough which will tell an authentic and all-embracing story of contemporary society.

The Serpentine will commission two artist projects over 2 years. Each will result in new radio programmes broadcast on Radio London made with older people and ESOL students telling the stories of their working lives. One will result in a live performance.

We will work with The Dementia Training Centre to develop CPD for carers and social care staff.

Identify appropriate outcomes & outputs and quantify the level of impact you plan for this project to have.

Outputs:

- Number of social care staff taking part in CPD (210).
- Number of looked after young people taking part (60).

- Number of older people directly taking part (40).
- Number of ESOL students directly taking part (20).
- Number of direct participants coming together for first time (180).
- Number of listeners to live Radio Ballads on Radio London (1,000,000).
- Numbers directly experiencing final art works and exhibitions (24,000).

Outcomes:

- New policy for Culture and Care.
- Better recruitment and retention for social care staff in LBBD.
- More social cohesion across communities.
- Support marginalised communities to participate in the civic realm.
- Combat isolation and loneliness for older people.
- Challenge negative perceptions of the Borough.
- Bring cutting edge artistic practice to communities living on the edge of London.
- Support progression for participants into volunteering, training, education and work.

How will you monitor the success of the project?

We will collect information:

- artists by building evaluation into their roles
- links with social care teams
- peer-to-peer evaluation with young people, older people and ESOL groups.

We will record a range of information:

- testimony
- baseline demographic indicators
- case studies mapping changes in attitude
- shifts in working practices in organisations
- data at site of art work e.g. public sculptures.

We will measure impact and success based on:

- attitudinal and behavioural change
- changes in social networks
- levels and types of engagement
- change in types of cultural activity on offer
- changes in training, education, employment.

Describe how the project will be well managed (including partnerships, long term vision/approach and shared learning).

This programme will be overseen by the new LBBD Cultural Commissioning and Policy Manager supported by a dedicated Curator who will work closely with the lead partner organisations including Social Care teams, the Serpentine Gallery, the Foundling Museum and Barking Riverside Ltd. The project will be overseen by the Director of Commissioning for Culture and Recreation with support from the Safeguarding Lead for Education and Commissioning Director-Adults. We will ensure the project is communicated widely within LBBD and that practice is shared with peer local authorities. Whilst the ambition for this project is for a two year programme of activity our vision is to support long term step-change in making links across services

and sectors. We will work with the Institute of Education to develop our evaluation methodology.

Describe how the project delivers value for money.

This proposal reflects value for money:

- co-creation projects for a broad range of local communities
- moments for public celebration
- public realm art commissions
- new CPD
- support for targeted vulnerable communities and potential to impact on future outcomes of education and employment
- new policy and step-change in local delivery
- opportunities to lever further funding.
- new knowledge and archival material about local culture and heritage.

Outline how you plan to secure a minimum of 30% match funding.

LBBD will provide a proportion of the 30% match funding through funding for social care and culture and recreation. Barking Riverside Ltd will support the programme as part of their cultural placemaking strategy for Barking Riverside.

Please confirm that you have completed the dedicated section in the budget template for your exemplary project (in the Deliverability block).

yes

▲ Confidentiality

[Jump to Additional Documentation \(\)](#)

New block with edits

There is no approved version of this block

Unapproved changes on 30/11/2017 by [REDACTED]

Should we should treat your proposal as confidential information?

yes

Should we should treat your financial information, such as your budget and any business plan, as confidential information?

yes

If there is any other information you have provided that you consider to be confidential information, provide your reasons for this below or in a separate letter. If you are sending us a separate letter, please write 'letter submitted' below

-

Can we can keep you informed of our work?

yes

Can we pass your contact details to organisers of marketing activities, conferences and training events?

yes

▲ Additional Documentation

New block with edits

There is no approved version of this block

Unapproved changes on 29/11/2017 by [REDACTED]

I confirm that I have obtained all the relevant internal approvals required for this project.

yes

About GLA OPS
(<https://www.london.gov.uk/what-we-do/housing-and-land/gla-open-project-system-gla-ops>)

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LBBB Outputs and Outcomes Table

Project activity	Outputs	Baseline	2019/2020	2020/2021	Total
Programme Headlines	Number of new art commissions	0	21	0	21
	Number of people taking part in skills development opportunities	0	9730	0	9730
	% local people with positive perceptions of local cultural offer	0	78%	0	78%
	£ new investment/ leverage in culture	0	£647,400	£200,000	£847,400
	Number of visitors to public programme	0	1,316,600	600,000	1,916,000
	Number of new partnerships/ collaborations	0	288	0	288
	Number of signature/ exemplary projects	0	19	0	19
	Number of sites used for cultural activity for the first time	0	91	0	91
	Increase local engagement levels as defined by Active People to the London average of 44.25%	31%	44.25%	44.25%	44.25%
Strategic Pledges 1-5					
Pledge 1: Council Culture	Every LBBB service represented on new Cross Service Cultural Commissioning Group.	0	12	12	24
	Number of businesses signed up to The Green Room.	0	5	40	45
	Number of new individuals and voluntary groups contributing to LBBB Summer of Festivals	0	30	30	60
	New website for culture number of visitors.	20000	75000	40000	115000
	Number of households receiving new listings magazine for culture.	0	45000	45000	90000
	Number of new policies with culture embedded or completely new policy for culture.	1	15	5	20
Pledge 2: Culture in Place	Deliver pipeline of creative work space in new developments.	30	20	20	40
	New East End Women's Museum attendance.	0	15000	25000	40000
Pledge 3: Make It Yours	Take-up for new peer-led programme.	0	120	120	240
	Number of new public cultural activities peer-led by young people	0	20	20	40
	Number of new Culture Walls in schools	0	75	75	150
	Number of teachers and youth workers taking part in CPD	0	210	0	210
	Number of partner organisations offering mentoring and work experience through Keys to the Door.	0	40	40	80
	Number of new cultural mentoring and work experience opportunities accessed by young people.	20	200	200	400
	Number of young people experiencing Barbican schools' commission.	0	10000	0	10000
	Number of young people taking part Siobhan Davies choreography course.	0	30	0	30

LBBD Outputs and Outcomes Table

	Number of young people taking part in new UEL access courses.	0	100	100	200
Pledge 4: Culture and Care	Number of staff taking part in CPD for children's social care (New Town Culture project)	0	25	25	50
	Number of looked after young people taking part directly in projects. (New Town Culture project)	0	20	20	40
	Number of staff taking part in Me Too CPD around dementia.	0	20	0	20
	Number of staff taking part in CPD around working with older people (Radio Ballads)	0	20	0	20
	Number of staff taking part in CPD around mental health and dance (Green Shoes and East London Dance).	0	20	0	20
	Number of older people directly taking part in targeted projects (Radio Ballads)	0	150	0	150
	Number of mental health service users taking part in targeted projects (Green Shoes and East London Dance).	0	60	0	60
	Number of residents from vulnerable communities directly taking part in targeted project and coming together for first time. (Radio Ballads)	0	525	0	525
Pledge 5: Take the City	Number of local residents taking part in new LBOC steering group.	0	10	10	20
	Number of new local cultural heritage apprenticeships.	0	2	0	2
	Number of local residents appointed as paid advisors on all projects.	0	15	0	15
	Number of Cultural Connectors taking part in LBOC training.	0	50	0	50
	Number of days Cultural Connectors are paid to facilitate the LBOC programme.	0	1366	0	1366
	Number of groups and individuals taking part in the Take the City forum and fund.	0	30	10	40
	Number of new public activities resulting from Tate the City forum and fund.	0	20	10	30
	Number of people taking voluntary roles in LBOC through Participation Portal.	0	20	10	30
	Number of local organisations taking part in the new Associates Programme	0	10	0	10
Projects:					
Radio Ballads	Attendance for live presentation of new art work.	0	10000	0	10000

LBBD Outputs and Outcomes Table

	Number of listeners for live works on Radio London.	0	1,000,000	0	1,000,000
Green Shoes and East End Dance	Attendance for public sharing of project.	0	200	0	200
The Story So Far	Number of plaques displayed in Borough.	0	25	25	50
	Number of local people contributing to selection process.	0	500	0	500
East End Women's Museum Project	Number of women taking part through the Huggett Women's Centre	0	20	0	20
	Number of visitors to new exhibition about local women's lives	0	30000	2000	5000
Whitechapel Gallery Women's Project	Number of women directly taking part in targeted project.	0	10	0	10
	Numbers directly experiencing final art work.	0	15000	10000	25000
Siobhan Davies Dance project at Broadway Theatre	Number of Barking and Dagenham Students producing project.	0	60	0	60
	Numbers directly experiencing final art work.	0	1000	0	1000
Art on the Underground and BDYD	Numbers of young people working directly on the project.	0	60	0	60
	Numbers directly experiencing final art work.	0	20000	0	20000
Barking Abbey and Studio 3 Arts	Number of local people producing new work.	0	100	0	100
	Numbers directly experiencing final art work.	0	2000	0	2000
New Town Culture	Numbers directly experiencing final public art work.	0	15000	5000	20000
	Numbers directly experiencing final exhibition.	0	0	10000	10000
Trade art trail	Number of local residents directly involved in developing project	0	30	0	30
	Numbers directly experiencing final trail.	0	1500	0	1500
The Future of Suburbia	Local residents working directly on artist projects.	0	60	0	60
	Numbers taking part in public programme e.g. talks	0	600	0	600

LBBD Outputs and Outcomes Table

	Numbers directly experiencing final art works/ exhibition.	0	6000	0	6000
Futurecity Boat	Numbers directly experiencing new art work.	0	20000	10000	30000
Serpentine Pavilion	Numbers taking part in build.	0	20	0	20
	Numbers directly experiencing final pavilion.	0	10000	0	10000
	Numbers taking part in Park Nights public programme.	0	3000	0	3000
Dance Umbrella Barking Folk Festival	Numbers directly experiencing live dance programme	0	1500	0	1500
	Numbers of local residents delivering aspects of the event.	0	20	0	20
Metal One Borough Festival	Numbers of local residents delivering aspects of the event.	0	50	0	50
	Numbers directly experiencing event.	0	8000	0	8000
Read Fest	Numbers of local residents delivering aspects of the event.	0	20	0	20
	Numbers directly experiencing event.	0	5000	0	5000
	Individuals overseas participating via online talks and events through British Council	0	2000	0	2000
Dancerama and Makerama	Number of workshops each year	0	160	0	160
	Number of local residents taking part.	0	2400	0	2400
Project activity	Outcomes				
Strategic Pledges 1-5					
1: Council Culture	Implement newly designed cross-service commissioning processes.				
	Implement newly designed guidance framework for cultural partnerships.				
	More examples of cultural activity being embedded into delivery across all services.				
	Implement newly designed communications strategy for culture and launch new website.				
	Culture Everywhere referenced in every council strategy.				
	Support new cultural activity across LBBD services delivered by local and external cultural partners.				
	New Critical Friends group will evaluate work across the Borough and ensure cultural activity is ambitious and high quality.				
	New and more effective approaches to communicating cultural offer in Borough with particular focus on young people and vulnerable and marginalised communities.				
	Culture embedded into Local Plan.				
	Better alliances with local business through partnership and sponsorship.				
2: Culture in Place	Culture Everywhere embedded in Local Plan.				

LBBD Outputs and Outcomes Table

	Support new cultural activity across LBBD services delivered by local and external cultural partners.
	Be First join new Cross Service Cultural Commissioning Group.
	Prioritise strategic development of Creative Enterprise Zone.
	Secure HLF funding to protect and promote Barking Abbey.
	Complete feasibility study and begin work on new Industrial Cultural Heritage Space.
	Implement new public realm art strategy.
	Commission new night time cultural economy strategy.
	Increased footfall, boosting local economy and positive change in local and national perceptions of LBBD.
	Increased long term capital and revenue investment to the area.
3: Make it Yours	Launch new creative entitlement for young people to increase cultural offer for young people.
	Launch new What Do Artists Do All Day curriculum in all schools to support progression into work and education.
	Appoint new Participation Curator to build capacity of Cultural Education Partnership and better links between schools, youth services and colleges.
	Launch new Keys to the Door mentoring platform to support progression to work and education.
	More young people leading in public cultural activity and more visibility of young people in LBBD Summer of Festivals
	More visibility for culture in all schools, youth providers and colleges.
	Build confidence in teachers to deliver wider breadth of cultural provision for young people.
	Support better progression routes for young people into cultural education, volunteering and work.
	Increased access to skills and employment through creative industries development.
4: Culture and Care	Commission new policy for Culture and Care.
	LBOC Culture and Care projects result in new approaches to cultural activity in social care contexts.
	CBD around mental health care services, children looked after and older people's services will result in new activity and approaches led by local staff.
	Cultural approaches will become embedded in working practices and in employee job descriptions.
	New research to support further work and funding around public health and health and well-being and culture.
	New resources to support work with looked after children and care leavers.
	Better recruitment and retention for social care staff in LBBD.
	Increased health and well-being through cultural engagement.
5: Take the City	More local people informing LBBD cultural programming.
	New local voluntary and civic groups established.
	Increase in cultural activity in public sphere led by local people.
	More cultural activity in public sphere representing more diverse communities.
	Diverse communities coming together to break down barriers.
	Local residents progressing to paid work and education.
	New and dynamic new definitions of culture articulated through public activity.
	Amplify the voices of people living with economic precarity.
	Increased access to skills and employment through creative industries development.
Projects:	

LBBD Outputs and Outcomes Table

Outcomes common to all projects	Create moments to come together and support social cohesion across diverse communities.
	Support economically and socially marginalised communities to participate in the civic realm.
	Raise the status of the cultural narratives of marginalised communities in a national context.
	Promote important aspects of our local heritage within the Borough and beyond.
	Challenge negative local and national perceptions of the Borough.
	Bring cutting edge artistic practice to communities living on the edge of London.
	Create opportunities for local people to encounter art in their everyday lives.
	Support local residents to develop new skills and to become cultural leaders.
	Bring the cultural achievements of local residents into the public sphere.
	Build on and extend the existing appetite for dance in the Borough.
	Create opportunities for local cultural organisations to share and build on expertise with national partners.
	Raise the status of local people and their cultural narratives as perceived in the Borough.
	Promote culture as something that takes place in all areas of life and broaden the notion of what culture encompasses.
	Build confidence and self-esteem of local people and communities.
	Build on identity of the Borough as being at 'the centre of culture'.
	Attract new visitors from outside of the Borough.
	Animate everyday spaces through culture.
	Present new and positive perceptions of place.
Radio Ballads	Create more opportunities to combat isolation and loneliness for older people.
Green Shoes and East End Dance	Challenge negative public perceptions of mental health issues.
	Support mental health service users to build confidence and challenge isolation and loneliness.
	Highlight the connections between health, wellbeing and independence and participation in cultural activities.
The Story So Far	(see overall outcomes above)
East End Women's Museum	Build the local and national profile of the new East End Women's Museum.
	Local women will have stronger links with their history of economic contribution, cultural influence, and civic participation, building a sense of empowerment.
	Girls and young women in the borough will be presented with positive role models from the region's history and examples of young women's strength and resourcefulness.
	Girls and young women will have opportunities to learn about heritage themes which are traditionally presented as 'masculine', including politics, union activism, science, engineering and manufacturing.
Whitechapel Gallery Women's Project	Present new and positive perceptions of place.
	Build links within strategic landscape of regeneration, supporting cultural programming in partnership with developers.
	Local women will have stronger links with their history of economic contribution, cultural influence, and civic participation, building a sense of empowerment.

LBBD Outputs and Outcomes Table

	Girls and young women in the borough will be presented with positive role models from the region's history and examples of young women's strength and resourcefulness.
Siobhan Davies Dance project at Broadway Theatre	Support a wide range of local and external audiences to experience new cutting edge dance in a valued local cultural venue.
	Support young people to experience and produce high quality artistic productions.
Art on the Underground and BDYD	Animate everyday spaces through culture and change negative perceptions of place.
	Present new and positive perceptions of place.
	Support young people to experience a wider range of cultural practices.
Barking Abbey and Studio 3 Arts	Animate and celebrate green parks and spaces.
New Town Culture	Create more opportunities for looked after young people and care leavers to access cultural opportunities.
	Build on body of evidence around links between public health and wellbeing and cultural activity.
	Build links within strategic landscape of regeneration, supporting cultural programming in partnership with developers.
Trade art trail	Support local residents to explore their Borough more extensively and frequently.
The Future of Suburbia	Build momentum for new annual festival.
	Build links within strategic landscape of regeneration, supporting cultural programming in partnership with developers.
Futurecity Boat	Build links within strategic landscape of regeneration, supporting cultural programming in partnership with developers.
Serpentine Pavilion	Animate and celebrate green parks and spaces.
Dance Umbrella Barking Folk Festival	Animate and celebrate green parks and spaces.
	Support wider breadth of cultural activity within LBBD Summer of Festivals.
Metal One Borough Festival	Animate and celebrate green parks and spaces.
	Support wider breadth of cultural activity within LBBD Summer of Festivals.
Read Fest	Support international perspectives on culture.
	Animate and celebrate green parks and spaces.
	Support wider breadth of cultural activity within LBBD Summer of Festivals.
Dancerama and Makerama	Support local residents to explore their Borough more extensively and frequently.

Risk	Impact	Likelihood	Mitigation Strategy
1. LEGAL			
Breach of contract by commissioned organisations.	4 = high Intended outcomes for LBC are not delivered. Legal claims, financial loss, damage to reputation	2 = unlikely	All contracts signed by Commissioning Director. All contract templates approved by LBBD legal service. Access to legal advice in place.
Non-compliance with statutory regulations and legal requirements (Health & Safety, Data Protection, Disability Discrimination Act)	4 = high Prosecution, fine, damage to reputation	1 = very unlikely	Appropriate policies supporting compliance with statutory regulations and requirements in place, and ensuring all activity is reviewed throughout the year. Registered with the Data Protection Registrar and privacy policy. Access Policy and Diversity Action Plan in place, including DDA issues - reviewed regularly. Event management plans for all events approved by Safety Advisory Group
2. FINANCIAL			
Failure to reach revenue fundraising targets	4 = high Income deficit, inability to carry out proposed projects	3 = possible	Dedicated fundraising resource secured for 2018/19. Ensure targets and timescales are realistic and achievable. Review of major spending on projects if all funding is not in place. Encourage planning as far in advance as possible, with regard to balance of programming. Contingency budget created.
Loss of help-in-kind to support programme delivery.	3 = medium Increased unplanned expenditure, potential cash flow management issues	3 = possible	Maintain good relationships with all supporting companies and arrange help in kind as far in advance as possible.
Failure to deliver projects that have specific funding attached	3 = medium Loss of funders confidence, damage to reputation, loss of income	2 = unlikely	Effective and regular liaison with funders. Ensure funders are aware of new developments/changes to project plans, regular reporting to public and grant funders.
Budgets exceeded	3 = medium Potential tighter cash flow issues, reduced expenditure in other areas	2 = unlikely	Senior management monitor all budgets on a regular basis. Monthly management accounts produced and reviewed. Tight controls on tolerance levels for expenditure above agreed budget before they must be escalated for approval.
3. PERSONNEL			
Not employing competent staff & volunteers	4 = high Lack of competent and committed staff members, damage to reputation, customer complaints, deadlines missed,	1 = very unlikely	Comprehensive recruitment procedure and reference checks. Volunteer recruitment and induction procedure. Probationary period for all staff, performance review scheme, clear disciplinary rules & procedures. Training needs for

	innovative opportunities missed		each individual assessed and monitored throughout the year.
Sudden loss of key staff	4 = high Loss of knowledge and expertise. Disruption to key or ongoing projects. Delays in on-going planning and decision making	1 = very unlikely	Regular one to one meetings. Staff kept up-to-date with on-going issues, regular team meetings. Data structure facilitates sharing of computer files and information.
Large scale emergency in London	5 = very high Events cancelled or adversely affected. Staff unable to get to work. Residents unable to get to events.	1 = very unlikely	Business continuity and emergency plan circulated to all staff to ensure maximum safety and reviewed annually. Systems in place to facilitate remote working. Appropriate insurance cover
4. PROGRAMME			
Limited capacity for strategic thinking, planning, programming, partnership building.	4 = high Inability to deliver programme as agreed, reputational damage, financial risk	2 = unlikely	Clear staffing requirements identified to support relevant staff to ensure more time for strategic work and less delivery.
Lack of expertise in commissioning and agreeing partnerships	4 = medium Ineffective use of funding and resources, possible disagreement and failure to deliver programme	1 = very unlikely	Project to sit within wider Council commissioning team whose expertise can be shared and can oversee the agreements
Failure to secure key elements of the proposed programme	3 = medium Intended outcomes for LBC are not achieved. Reputational damage to the Borough. Credibility with the GLA damaged.	2 - unlikely	Where feasible negotiations with organisations responsible for key programming strands to be finalised subject to contract by March 2018.
Failure to engage effectively with the local and wider community.	3 = medium Damage to reputation locally and for GLA. Low turnout for events. Longer term outcomes will not be achieved	2 = unlikely	Marketing and communications plan will be developed with dedicated resource to enable a community engagement focus for 2018 and 2019.
5. POLITICAL			
Changes to the political environment	5 = very high Changes to political leadership. Reduced funding, new legislation changes	1 = very unlikely	Regular review by Corporate Management Team. Political endorsement of LBC bid prior to May 2018 elections. Briefing for Assembly post-elections.